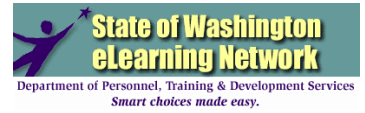




Change Management ELN Course Descriptions



Change Management Courses & eLearning Network Course Descriptions

This document details a variety of DOP sponsored e-Learning courses that can be used as additional resources to help prepare agencies for the upcoming changes that will occur for the new Washington Works Implementation. To enroll in DOP e-Learning courses, please visit the link below and consult with your supervisor or training manager.

<http://hr.dop.wa.gov/elc>

Change Leadership (MGMT0331)

Managing Others through Change

Overview/Description

Whether you're talking about re-engineering your business, restructuring your organization, promoting cultural transformation, or keeping pace with your industry, you're talking about change. Most change is done with one goal in mind: coping with a new, more challenging market. Organizations that have been successful in coping with change have strong leadership that guides the team through a series of initial steps that set the stage for success. In this course, you'll gain an understanding of why change initiatives fail and you'll become familiar with the specific challenges of change. Then, you'll walk through three specific stages of change leadership: establishing a sense of urgency, putting together the change coalition, and developing the change vision. Once you've mastered the skills in this course, you'll have a clear idea of what it takes to initiate the change process in a manner that ensures success.

Target Audience

Managers, supervisors, team leaders

Expected Duration

2.5 hours

Lesson Objectives:

Understanding Change

- recognize the benefits of understanding change.
- identify why change initiatives fail.
- differentiate between leadership and management by matching the skills with the terms.
- choose the statements that reflect the three types of challenges involved in change.

Establishing a Sense of Urgency

- recognize the importance of establishing a sense of urgency.
- select the causes of complacency.
- identify the strategies for raising urgency levels.
- match the strategies for creating a sense of urgency with various front-line employee attitudes.

Building the Change Team

- recognize the benefits of building an effective change team.
- identify the three mistakes to avoid when building a change team.
- match the characteristics with the descriptions of change team roles.
- choose the means of creating trust on change teams.

Developing the Change Vision

- recognize the value of developing the change vision.
- identify the function of vision in developing a change team.
- match the descriptions of characteristics of a strong vision with the terms.
- identify the elements involved in creating an effective vision.

Communicating and Reinforcing Change (MGMT0332)

Managing Others through Change

Overview/Description

The power of your vision is only as great as your ability to communicate it. Everyone involved in a change initiative must have a common understanding of its goals and direction. By developing a shared sense of a desirable future state, you can motivate and coordinate the kinds of action necessary for transformation. In this course, you'll learn techniques for communicating your vision effectively. You'll also discover how to empower your employees by removing change barriers and providing the training that's necessary for complete alignment. In addition, you'll become skilled at using short-term wins to foster commitment and you'll know what it takes to anchor your change initiative and replace your old corporate culture.

Target Audience

Supervisors, managers, team leaders

Expected Duration

2.5 hours

Lesson Objectives:

Communicating a Clear Vision

- recognize the importance of communicating a clear vision.
- identify the methods used to articulate a simple, vivid vision.
- select the effective ways to deliver a vision communication.
- match the "walk the talk" methods to their examples.

Empowering Employees

- recognize the value of empowering employees.
- identify the ways to remove empowerment barriers.
- match the steps to provide necessary training with an example of each.
- choose the strategies for aligning systems with vision.

Fostering Short-term Wins

- recognize the benefits of fostering short-term wins.
- choose the statements that define short-term wins.
- identify the challenges in planning for short-term wins.
- match the methods of managing short-term wins to their examples.

Anchoring the Change

- recognize the importance of anchoring changes in an organization.
- choose the statements that describe the power of culture.
- identify the techniques for melding new practices with old practices.
- select the methods for sustaining change.

The Effects of Organizational Change (PD0331)

Managing Yourself through Change

Overview/Description

Companies and organizations today cannot survive without becoming adept at change. Likewise, today's employees must learn to adapt their attitudes and practices to an ever-changing environment. To do that effectively, you must first understand what is driving organizational change. Then, you must be aware of how various individuals interpret and respond to change. Finally, you'll need to know exactly how the change cycle works. This course will help you gain expertise in all of these areas, assisting you in laying the groundwork necessary for adapting your personal responses to the forces that are currently driving organizational change.

Target Audience

Managers, supervisors, team leaders

Expected Duration

3.0 hours

Lesson Objectives:

Forces that Drive Organizational Change

- recognize the value of understanding the impact of forces that drive organizational change.
- identify the economic and social forces that drive organizational change.
- identify the ways economic and social forces affect individuals in the changing workplace.
- identify the examples of how organizations can meet the changing expectations of employees.

How Change Is Interpreted

- recognize the benefits of identifying the impact of change on individuals.
- identify the ways organizational change affects individuals.
- match the phases of doubt with the examples.
- differentiate between learned optimism and learned helplessness.

Responses to Change

- recognize the importance of identifying various responses to change.
- match the categories of individual responses to change with the examples.
- select the examples of behaviors that are manifestations of change resistance.
- identify the examples of ways to overcome change resistance.

The Change Cycle

- recognize the benefits of the change cycle.
- identify the examples of behaviors associated with the beginning of the change cycle.
- identify the methods of individuals working through the neutral zone.
- identify the behaviors and skills associated with the transformation.

Making the Change (PD0332)

Managing Yourself through Change

Overview/Description

Think about a specific problem that you've resolved. Chances are, you weren't able to resolve it immediately. In fact, most problem resolution takes time, and so it is with change. To become skilled at making changes, you have to give yourself time. You must do the necessary work to overcome your fears and anxiety, and you must understand your personal coping style. Then you'll be better able to navigate your way through the stages of change. This course, "Making the Change," will assist you in doing all the necessary work involved in change and walk you through the six stages of personal change. Upon completion, you'll be equipped to handle the organizational change that comes your way.

Target Audience

Any business professional interested in dealing more effectively with change in business situations.

Expected Duration

2.5 hours

Lesson Objectives:

Overcoming Fear and Anxiety

- recognize the importance of helping employees overcome fear and anxiety.
- identify the negative responses to fear and anxiety.
- determine appropriate strategies for challenging fear and anxiety in a given scenario.
- apply the techniques for redefining reality to a given scenario.

Personal Coping Style

- recognize the value of identifying personal coping styles.
- match the modes of coping with fear and anxiety to examples.
- identify the methods of eliminating unilateral control.
- hypothesize the ramifications of family-of-origin behavior, in a given scenario.

Initial Stages of Personal Change

- recognize the benefits of working through the initial stages of personal change.
- identify methods of correcting behaviors associated with precontemplation.
- select the methods of working through the contemplation stage.
- identify the methods for preparing for change.

Final Stages of Personal Change

- recognize the benefits of working through the final stages of personal change.
- identify methods for ensuring that individual actions support change.
- identify the methods of maintaining change.
- identify the lessons learned from relapse.

Overcoming the Challenges of Change (MGMT0333)

Managing Others through Change

Overview/Description

You've seen it happen. A change initiative starts out with a bang. Everyone is on board and personally committed. The objectives are clear, and the benefits cannot be disputed. The change coalition is up and running. Yet months later, nothing has changed, and you're not sure what prevented the transition. You can prevent this occurrence in your organization by dealing with the challenges that you and your employees will face when any type of change is initiated. In this course, you'll identify techniques and strategies for making sure people have the time that's needed to plan, collaborate, and work toward the desired change. You'll also learn how to provide appropriate amounts of coaching, supporting, and mentoring. Additionally, you'll discover unique ways to promote and practice relevance while gaining the trust of the members of your change group.

Target Audience

Managers, supervisors and team leaders

Expected Duration

2.5 hours

Lesson Objectives:

Controlling Time for Change

- recognize the value of controlling time for change.
- select the statements that describe how time hinders change.
- select the strategies for managing time for change.
- match the methods of creating additional time to examples.

Coaching and Supporting the Team

- recognize the benefits of coaching and supporting employees during change.
- choose the techniques for supporting team members during change.
- identify the characteristics of high-quality coaching.
- identify appropriate coaching for employee levels of competency.

Establishing Relevance

- recognize the value of establishing the relevance of change.
- identify the strategies that strengthen a leader's ability to make a compelling case for change.
- identify the ways to help team members understand their roles in the change initiative.
- identify the ways of using strong leadership to develop accountability.

Making Your Word Golden

- recognize the importance of making management's word golden to its employees.
- choose the strategies for enhancing trust.
- choose the best practices for establishing organizational trust.
- identify the ways to evaluate leadership principles

The Paradigm Shift of Change (PD0333)

Managing Yourself through Change

Overview/Description

Whereas many of today's organizations are constantly re-engineering themselves, many of the employees within those organizations are trapped by outdated coping and thinking skills. Not only does this foil the change efforts of the organizations, it also frustrates and demeans the employees. To successfully cope with this dilemma, you must change your outdated beliefs about the way the world works and learn a new set of skills that will enable you to creatively cope with this new business environment. This course challenges your present perceptions about work and thinking. It encourages you to redefine your traditionally held beliefs and fosters your ability to achieve fulfillment in both your work and your personal life. Using the techniques described in this course will enable you to make the paradigm shift you need to eliminate your fears about change and get the results you want.

Target Audience

Managers, supervisors, team leaders

Expected Duration

2.5 hours

Lesson Objectives:

Rethinking Work

- recognize the value of rethinking work.
- differentiate between the two approaches to reaching change goals.
- select the ways of redefining success.
- identify the ways to become a continuous learner.

Rethinking Thinking

- recognize the value of rethinking thinking.
- choose the methods of evaluating current thinking.
- use techniques for challenging current thinking patterns.
- identify the strategies for avoiding communication pitfalls.

Achieving Fulfillment

- recognize the value of planning for one's future at work.
- identify the ways to refocus the work approach to meet change goals.
- identify the steps to prepare for the future.
- identify the steps for optimizing the future.

Change Strategies for Work

- recognize the value of using change strategies at work.
- match the levels of the growth continuum with the examples given.
- determine ways individuals can face their fears in given business scenarios.
- select the steps to reach desired goals.